

March 2026

**Dear investors,**

Water is not just our business. It is the right industry for the times we are living in, and Rotoplas does not exist to solve the problems of the past. It exists to solve those of the future.

Every time I sit down to write this letter, I ask myself the same question: are we building the right company for what lies ahead?

This year, the answer came on its own. **Delivering more and better water is a mission and purpose that are reinforced over time** and become more urgent when the environment grows more challenging.

Water scarcity, quality, and access are no longer topics discussed only in specialized forums. Now they are issues heard about in homes, in businesses, in governments. **Water is at the center of the major challenges of our time, and we have spent more than 45 years building concrete solutions to that challenge.**

In 2025, we navigated conditions beyond our control: historic rainfall in Mexico, depressed construction activity in key markets, and macroeconomic challenges primarily in Argentina. It was a year that demanded a great deal from us, and also a year that transformed this organization. **It made us more efficient, more resilient, and more convinced that we are exactly in the industry where we should be.**

But what truly defines a company is the way it responds to challenges. We acted quickly and with clarity: we increased efficiencies, generating a structural reduction in expenses; we improved our working capital through new processes; and we remained disciplined with CapEx. In that process, we learned something important:

**Doing more with less.** More value with greater discipline. More impact with greater focus. More efficiency with simpler structures that will generate a better return on invested capital.

That discipline was clearly reflected toward the end of the year. The fourth quarter was the strongest in operational and financial terms, with sales growing and margins expanding. We ended the year in a better financial position than the one in which we started it, the result of a team that executed consistently under adverse conditions.

Our products business continued to be the backbone of the company — and we made it more robust. We completed the modernization of our manufacturing plants in Mexico, culminating with the migration to our new plant in Ixtapaluca from Anáhuac, the plant where Rotoplas began more than four decades ago. The changes we are making are clear: greater production capacity, better quality, and a more competitive operation. Among several launches, the vertical water tank and the IoT-enabled water level meter stand out, expanding our portfolio toward smarter, more connected solutions. And we launched our product e-commerce operation in Mexico, bringing us closer to our customers in new ways.

**We remain leaders, and increasingly so, with capabilities that generate differentiated and unique benefits for our customers.**

If there was one front on which 2025 marked a before and after, it was our services platform. bebbia surpassed 168,000 active subscribers, and I am proud of the quality of the business we are building: more satisfied customers, better field service, a platform that improves every quarter. With bebbia 3.0, we made a significant leap in the purchase experience and in conversion rates. Today we perform more than 30,000 services per month with greater punctuality and better response times. As a result, by year-end, the services segment achieved positive EBITDA.

We have spent years building toward this moment. Understanding what works and what makes our businesses sustainable is one of the things that gives me the greatest satisfaction as I close this year. We are transforming families' relationship with water, and the potential of what lies ahead is as great as it is exciting.

In the United States, we achieved three consecutive quarters of positive EBITDA, the result of operational efficiency and a simplified commercial approach. In Central America, Peru, and Brazil, we maintained double-digit growth and improved profitability.

Technology is part of the way we operate. We completed the migration of the entire group to the cloud and implemented artificial intelligence in customer service, in the design and operation of treatment plants, and in marketing and internal support processes. In addition, I am excited to see that our employees are adopting it with real enthusiasm, proposing new applications from within and leading our digital transformation.

We remain true to who we are, inspired to always do things better.

We published our first Biodiversity Impact Assessment and our second Environmental Product Declaration, this time for Tuboplus. We were recognized by CDP as part of its A-List for climate change, its highest recognition, and we improved our rating in S&P Global's CSA.

These achievements are not accidental: they are the result of a sustainability agenda that is advancing in parallel with the improvement of our financial situation, because we are convinced that being a sustainable company and being a profitable company are not opposites.

Looking ahead, I have clarity and conviction. When the markets currently facing challenges normalize, we will be better prepared to capture that growth, because difficult years leave lessons that are never forgotten: how to prioritize, how to simplify, how to execute with focus, and how to understand that resilience is not only about enduring, but about transforming. I am convinced that Rotoplas's best years are still ahead, and I look with pride at what we have built: a more efficient organization, a stronger strategy, a more balanced portfolio, and a team that proved it knows how to respond when things get difficult.

To everyone who is part of Rotoplas: thank you. For your work, for your trust, and for continuing to believe in what we do. Every decision made on time, every customer well served, every solution that changes a family's relationship with water—that is



Rotoplas.

**Together, and inspired by our mission, we continue building the future of water.**

Carlos Rojas Aboumrad  
Chief Executive Officer  
Grupo Rotoplas S.A.B. de C.V